services. Emerging technologies (such as Web 2.0 and social networking) should be utilized. E-government concepts, applications and tools may become more important in offering greater convenience, more functionality and better access for the public.

- Maximize the cost-effectiveness and performance of applications and infrastructure assets – The keys to success are: a) understanding the relationship among business processes, applications and infrastructure, as they are all intertwined; b) reducing the complexity and multiplicity of technologies used (i.e., standardize, consolidate, and simplify as much as possible); and c) consider service management implications (performance, availability/reliability, disaster recovery, and security) during design and development—not just at the point of transition to operations. The availability and quality of data should be expanded and improved to support more timely and complex policy formulation and decision making and provide better insight into program operations and public needs.
- Improve critical business processes and workflows – Since an agency is the sum of its business processes, each process must be as streamlined and efficient as possible in order to improve responsiveness and increase productivity. The idea is to minimize clumsy handoffs, errors, duplications, and bottlenecks. The increasing demands on and complexities of state government require that processes become more information-integrated, and end-to-end transactions for conducting business and providing services must be as friction-free, streamlined, efficient, and responsive as possible. Government must transform to a different way of working and managing by moving from a function-oriented to a process-centric mode of operation. Moreover, IT must enable the implementation of new business models and new service offerings.
- Enhance workforce effectiveness – Since government and processes are about people, employees must be as effective and productive as possible. Proficient data management is essential for providing the right information all of the time and in a useful, useable, and understandable manner, especially for decision making and policy formulation. Employees must be freed from their desks/workstations—technology must enable a virtual workforce that can provide information anywhere, anytime, and any place. It must enable a different way of working and offer far more flexibility in terms of where and how individual professionals do their jobs.
- Manage security – Business and IT should work together to determine how much security provides an acceptable level of risk for the cost.
- Link IT projects and investments to business missions, goals, and initiatives – IT should change its perspective from a cost center that provides basic business support to the role of strategic partner committed to enhancing the business, enabling innovation and growth, responding to key business drivers (such as a recessionary economic environment), and accomplishing the missions and duties of the organization. Attention should be focused on using technology to maximize the performance, results and outcomes of governmental programs.

2. **The increasing age and obsolescence of the state's applications assets may create unacceptable risks of failure, intolerable service levels, or excessive maintenance costs.** The need to modernize legacy applications is becoming more pervasive and acute. Some popular approaches include: a) the retirement and replacement of mainframe systems with custom off-the-shelf (COTS) packages using